

**Pima Prevention Partnership  
Proposal to Perform Statewide Grant Writing Services  
Solicitation No. C002-05  
Submitted on December 1, 2004**

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## 5.2 EXPERIENCE, EXPERTISE AND RELIABILITY

### 5.2.1. A written narrative of offeror's experience and/or expertise.

Pima Prevention Partnership (PPP) is a nationally-recognized, non-profit community development agency, based in Pima County, with documented professional expertise to provide the full scope of statewide grant writing services sought in the Arizona Department of Commerce Request for Proposal, Solicitation No. C002-05.

PPP was established in 1991 to develop prevention resources and services for Pima County. With guidance from its 19-member board of directors, PPP has been able to secure prevention, early intervention, treatment and public policy development funds over the past 13 years aimed at multiple target groups in Pima County in excess of \$30 million. Much of PPP's organizational growth and success with broad community initiatives stems from its successful grant writing efforts. Funded initially by a five-year grant from the U.S. Center for Substance Abuse Prevention, the agency remains almost exclusively grant-funded with a \$5.2 million annual budget supporting five departments, employing more than 75 professional staff.

In 1996, PPP received two federal, multi-year grants to provide grant writing and capacity building services to minority-serving groups, disability-serving organizations and Indian tribes. Subsequently, at the direction of its board, PPP began offering affordable grant-writing services to organizations, institutions and tribes – to not only generate funds for much needed services in Pima County and the State of Arizona, but also to generate discretionary income for developing PPP programs. Since then, PPP has developed successful grants for a customer base including six (6) public agencies, four (4) Indian Tribes, and 13 non-profits. Overall, PPP secured 80 awards from federal sources accounting for a total of **\$59.9 million** since 1997 of which **\$32.9 million** was for PPP customers.

PPP is one few agencies in the Southwest providing comprehensive services in all aspects of program planning, program development, best practices research, grant writing and outcome evaluation. PPP differs from other grant writing services in the following: 1) It provides comprehensive grant development and grants management services at nonprofit rates; 2) It provides all or partial time-sensitive technical assistance according to each customer's needs; and 3) Its staff is certified in strategic planning, research methods, program evaluation, and also skilled in budgeting, cost projections and project monitoring criteria.

#### 5.2.1.1 Areas of grant writing expertise

PPP has significant experience in all facets of grant writing and can assist agencies and political subdivisions in 1) identifying grant opportunities; 2) data gathering, technical research and analysis, 3) assisting agencies with grant planning, program development and staffing requirements; 4) developing abstracts, narratives, budgets/budget narratives, approach sections, management and staffing plans; 5) drafting resolutions, Memoranda of Agreements and other contractual documents; and 6) gathering letters of commitment/support, resumes, and other supporting grant documents.

In addition, the PPP has extensive experience in creating organizational/GANTT charts, related graphics/maps, case studies, evaluation sections and GIS profiles.

The PPP *Federal Fund Development Chart* beginning on page 11 documents the past five years of success in **80 funded, multi-year federal proposals** to support its own programs and those of its customers in the areas of Social Services, Technology, Human Services, Education, Housing, Transportation, Health Services, Criminal Justice, Community Development, Workforce Development, Economic Development and Solid Waste/Recycling Services.

PPP's track record in securing awards for clients reflects an above average return on investment (ROI) according to industry standards. This exceptional ROI is effected by its core team of writers that rely on PPP professionals who are available to provide expertise in areas including program evaluation, research and planning; budget and finance; youth services, behavioral health and programming for persons with disabilities. Depending on the program topic, the grant writing team calls on staff members as contributing writers and editors. This enables the agency to include internal specialists from staff who provide analytical, coalition-building and budget development skills, among others. Some team members excel in program design while others are able to better identify critical requirements of evaluation and research sections. PPP staff also has extensive knowledge of human service and community systems stemming from research and analysis of State and local laws and policies (*please see the Personnel Chart on page 18*).

### 5.2.2 Grant Writing References

Since 1999, PPP has provided grant writing services for 23 non-profit organizations, Tribes and government agencies, including the Arizona Governor's Office for Children, Youth & Families; Arizona Department of Economic Security; Southern Arizona AIDS Foundation; Pima Community College; COPE Behavioral Health Services; White Mountain Apache Tribe; Pima County Attorney's Office; Pima County Sheriff's Department; Tucson Police Department; Desert Waste Not Warehouse, and the Pima County Health Department.

The following three (3) work references are entities for which PPP has performed extensive, comprehensive grant writing services:

1. **White Mountain Apache Tribe (WMAT)**  
Ms. Donna Vigil, Director, Division of Health Programs  
P.O. Box 700  
Whiteriver, Arizona 85941  
(928) 338-4955, (928) 338-1615, [dvigil@wmat.us](mailto:dvigil@wmat.us)

**Scope of Work Performed:** Since 2000, PPP has written **17 funded** grant proposals for the WMAT yielding almost **\$10 million** for tribal programs (*please see the Fund Development Chart beginning on page 11*). Awards were received from federal funding agencies including the Office of Juvenile Justice & Delinquency Prevention (OJJDP); Substance Abuse and Mental Health Administration (SAMHSA), and U.S. Housing & Urban Development (HUD). PPP provides the WMAT with comprehensive grant writing services including identifying grant opportunities; gathering demographic, health and socio-economic data; conducting literature

searches; providing program development; writing abstracts, narratives, budgets/budget narratives, management plans, staffing plans, letters of support, and tribal resolutions; obtaining signatures, and submitting the completed documents to the funding agencies. PPP also developed the project evaluation sections of these proposals. In the course of providing program development and grant writing services to the WMAT, PPP has been involved in several active collaborative initiatives relating to health promotion on the Reservation. Both the Rural Health Network, *Ndee Health Web*, and the Healthy Communities Access Program (HCAP), *Hedah Nizonii*, projects involve collaborative partnerships among the WMAT Division of Health Programs, community representatives from across the Reservation, the Indian Health Service, Johns Hopkins University, and other service providers on the Reservation.

**2. Women in New Recovery (WINR)**

Patricia Henderson, Executive Director

860 North Center Street

Mesa, Arizona 85201

(480) 464-5764, (480) 834-8372 [winrpah@winr.us](mailto:winrpah@winr.us)

**Scope of Work Performed:** PPP has written **two (2), funded federal** grant proposals (*Mesa Peer Recovery Project* and *Our Common Welfare*) for this Mesa-based addiction treatment agency over the past two (2) years totaling almost **\$1.3 million** in new funding for the organization (*please see the Fund Development Chart on the following page*). Grant writing services include identifying grant opportunities; gathering demographic, health and socio-economic data; conducting literature searches; providing program development; writing abstracts, narratives, budgets/budget narratives, management plans, staffing plans, letters of support; obtaining signatures; and submitting the completed documents to the funding agency. PPP also wrote the project evaluation sections of these proposals. Additionally, PPP assisted WINR in completing a workforce development proposal for the State of Arizona, which is currently under review.

**3. Tucson Urban League (TUL)**

Charles Monroe, Vice President of Socio-Economic Development

2305 South Park Avenue

Tucson, Arizona 85713

(520) 791-9522, (520) 623-9964 (FAX), [cmonroe@tucsonurbanleague.us](mailto:cmonroe@tucsonurbanleague.us)

**Scope of Work Performed:** PPP has written **five (5) funded workforce development** grant proposals for TUL totaling almost **\$1.9 million** in funding. Most recently, PPP completed a \$499,322 workforce development proposal awarded through the U.S. Department of Labor and National Urban League (*please see the Federal Fund Development Chart on the following page*). Grant writing services performed by PPP for the Tucson Urban League include identification of grant opportunities; gathering demographic data, conducting literature searches; program development; writing abstracts, narratives, budgets/budget narratives, management plans, staffing plans, letters of support; obtaining signatures; and submittal of the completed documents to the funding agency.

#### **5.2.3, 5.2.4 Previous and Current Grant Awards, Dates and Dollar Values**

The *Federal Fund Development Chart* on the following pages provides a detailed list of previous and current grant awards received by PPP for its own programs and those of its clients. The chart outlines each of PPP's clients, awarded grant proposals, funding agencies, award dates and amounts, and the scope of services performed by PPP in completing the proposal.

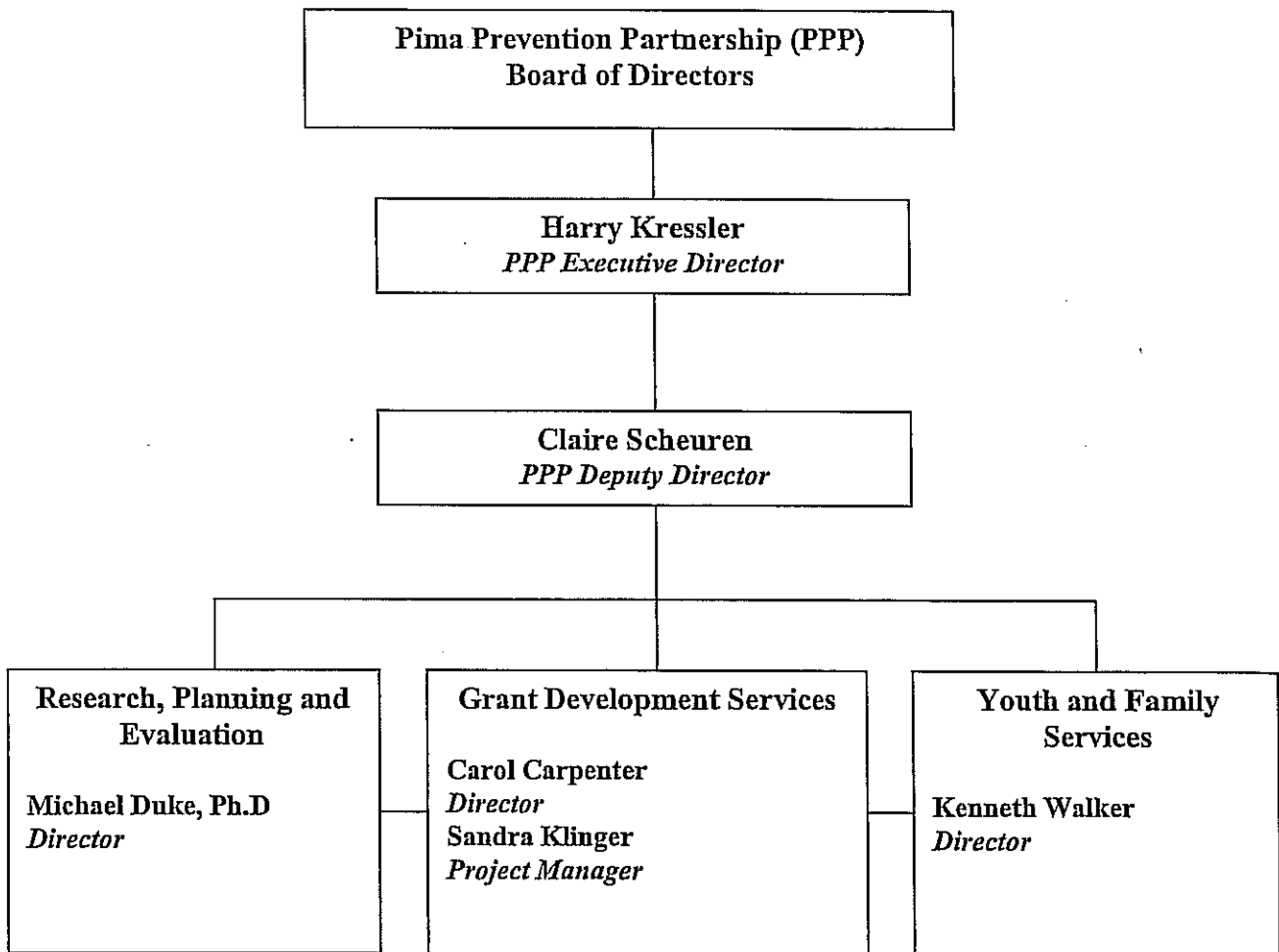
## 5.2.6 Resumes of Key Personnel

PPP Grant Development Services is supported by a team of highly educated, experienced professionals who are called upon to respond to grant proposals (*please see resumes in Appendix A.*) The qualifications of key PPP staff members involved in grant writing are outlined below:

Team Members	Experience/Education/Areas of Specialization
<b>Harry Kressler</b> PPP Executive Director	PPP Executive Director since 1991; Principal Investigator on federal grant-funded projects; Superintendent of a PPP charter high school; national trainer in AIDS prevention; written more than 100 grant proposals with specialization in health and education; 30 years experience providing substance abuse prevention services; served as a SAMHSA grant reviewer since 1987; certified Consultative Planner through the Karl Eller School of Public Administration.
<b>Claire Scheuren</b> PPP Deputy Director	PPP Deputy Director since 1993; manager and principal grant writer for PPP Grant Development Services since 1999, yielding more than \$68 million for agency and customers; past chair, Tucson Human Relations Commission; 25 years experience in community development; certified Consultative Planner through the Karl Eller School of Public Administration.
<b>Carol Carpenter</b> Director, PPP Grant Development Services	Grant writing/research consultant for PPP since 2000, writing more than 30 funded proposals for 19 organizations covering multiple program areas and yielding \$15 million in funding; 8 years in urban economic development; extensive experience writing legislation, MOU's at local/state/national levels.
<b>Sandra Klinger</b> PPP Grant Development Services Project Manager	7 years experience in grant development services with specialization in developing grant budgets, data collection, funding search; project coordinator for several PPP programs including "Road Map to Access" providing grant writing services to minority and disabled-serving institutions; translator with fluency in Portuguese, English and conversational Spanish.
<b>Michael Duke, Ph.D</b> Director, PPP Research, Planning & Evaluation	8 years experience as a senior research scientist, Principal Investigator, grant writer, evaluator, data analyst and project director on numerous public health-related research projects; specialization in research design, methodology development, quantitative/qualitative analysis; Ph.D. in Anthropology, 1996.
<b>Kenneth Walker</b> Director, PPP Youth & Family Services	20 years professional social work and youth services experience; 9 years in PPP supervisory positions with grant writing yielding more than \$1 million in funding for PPP in 2003-2004; community development trainer through the Arizona Prevention Resource Center; SAMHSA grant reviewer.
<b>Angela Yancik, Ph.D</b> Project Planner, Tucson Bright Futures Project	Award winning teacher and scholar with more than 10 years experience in qualitative and quantitative social research; grant writer, evaluator and project director for Arizona's largest sexual assault service provider; extensive experience working with diverse populations; Ph.D. in Sociology, 2000.
<b>Kwang-lee Chu, Ph.D</b> Project Evaluator, Arizona State Incentive Grant (SIG)	10 years in research and program evaluation with specialization in statistical analysis, database design and test/survey development; highly published author in data tracking and analysis; Ph.D. in Educational Psychology and Learning Systems Measurement & Statistics Program, 2002; Master of Education in Counseling and Guidance Services, 1993.
<b>Margaret Allen, Ph.D</b> Coordinator, STARS Mentoring Project	16 years managing child welfare, courts and probation programs; Gila County Superior Court Deputy Chief Probation Officer; Pima County Juvenile Court Model Court Project Coordinator; national trainer in juvenile justice issues; 3 years in PPP project evaluation; adjunct faculty member of several AZ colleges; Ph.D. in Human Service Administration; Master of Education-Counseling.
<b>Patricia Campie, Ph.D</b> PPP Evaluator	4 years experience in program evaluation with specialization in criminal justice issues; adjunct professor at The U of A School of Public Administration; Ph.D. in Criminal Justice Policy, 2003; Master in Public Administration in Criminal Justice Administration and Policy, 1998.

## 5.2.7 Organizational Chart

*Pima Prevention Partnership (PPP)  
Organizational Chart for Grant Development Services*



**Pima Prevention Partnership (PPP)**  
**Federal Fund Development Chart (1996 – 2004)\***  
*Per Categories Outlined in Solicitation*

<b>(4.1.2.) Social Services</b>		
<b>Funding Agency/Grant Description/Year Funded</b>	<b>Award</b>	<b>Recipient</b>
FEMA - Federal Emergency Management Agency Emergency Response Criteria <i>Chediski-Rodeo Fire Recovery 8/02</i>	\$423,655	<i>White Mountain Apache Tribe</i>
U.S. Department of Health and Human Services, Substance Abuse Mental Health (SAMHSA), Emergency Response Criteria, Intermediate <i>Chediski-Rodeo Fire Recovery 8/02</i>	\$128,809	<i>White Mountain Apache Tribe</i>
National Network of Children's Advocacy Centers Tribal Grant Program <i>Planning Grant 9/98</i>	\$35,000	<i>Tohono O'odham Nation</i>
*Title IV-Governor's Office for Children, Youth and Families; Governor's Safe and Drug Free Schools and Communities, <i>Reconnecting Youth Project 5/04</i>	\$114,542	<i>Pima Prevention Partnership Teen Court</i>
U.S. Administration for Children, Youth, and Families Mentoring Children of Prisoners Grant CFDA # 16.616; <i>STARS Mentoring Project 8/03; 3 years</i>	\$490,000	<i>Juvenile Services Coordinating Council</i>
<b>(4.1.3.) Human Services</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
U.S. Department of Justice <i>COPS in Schools 6/2000; 3 years</i>	\$675,000	<i>Pima County Sheriff's Office</i>
U.S. Department of Justice UNIDOS/COPS in School <i>Resource Officers 5/99</i>	\$359,635	<i>Pima County Sheriff's Department</i>
U.S. Department of Justice <i>County and Municipal Emergency Preparedness 9/99</i>	\$200,000	<i>Pima County Sheriff's Department</i>
<b>(4.1.4.) Education</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
Office of National Drug Control Policy (ONDCP); Office of Juvenile Justice and Delinquency Prevention (OJJDP) <i>Drug Strategies for Youth (Year 5) 01/02</i>	\$74,997	<i>Pima Prevention Partnership Parenting Services</i>
HHS, Maternal and Child Care CFDA # 93.110 Project Pledge (Year 2) 7/03	\$513,093	<i>Pima Prevention Partnership</i>
HRSA/MCHB SPRANS – Community Based Abstinence Education <i>Project Pledge 01/18/02; 3 years</i>	\$1,541,859	<i>Pima Prevention Partnership</i>
Native American Research Center for Health - Department of Health and Human Services/ Indian Health Service <i>NARCH Grant 12/01; 3 years</i>	\$1,046,505	<i>White Mountain Apache Tribe, Johns Hopkins University</i>



(4.1.4.) Education		
Federal Agency	Award	Recipient
Native American Research Center for Health - Department of Health and Human Services/ Indian Health Service <i>Training Grant 12/01; 3 years</i>	\$504,861	<i>White Mountain Apache Tribe, Johns Hopkins University</i>
U.S. Dept. of Justice Office of Juvenile Justice and Delinquency Prevention CFDA 16-729 <i>Rx Parenting: An Effective Prescription 06/01</i>	\$100,000	<i>Parents Anonymous of Arizona</i>
U. S. Department of Education Charter School 02/01; 3 years	\$499,500	<i>Pima Prevention Partnership</i>
U.S. Department of Education CFDA # 84.287, 21st Century Community Learning Centers <i>21<sup>st</sup> Century Learning Center 3/98; 3 years</i>	\$555,000	<i>Santa Cruz Valley, San Luis Gadsden Unified School Districts</i>
U.S. Department of Education CFDA # 84.044 - Talent Search 10/97; 5 years	\$1,200,000	<i>Pima Community College, Spirit Lake Tribal Community College</i>
CFDA # 84.029M Department of Education - OSERS, Parent Training and Information Centers 10/97	\$100,000	<i>Pilot Parents of Southern Arizona</i>
U.S. Department of Education, Bilingual Education Enhancement CFDA # 84.289P 3/97; 2 years	\$286,000	<i>Superior Unified School District</i>
U.S. Department of Education Women's Educational Equity Act Program CFDA # 84.83A 11/97; 4 years	\$800,000	<i>YWCA of Harrisburg, PA</i>
U.S. Department of Education <i>Capacity Building Project 1996; 3 years</i>	\$1,350,000	<i>Pima Prevention Partnership</i>
*Arizona Department of Health Services Solicitation # HP361258 <i>B-Unique (Abstinence Until Marriage Program) 3/03</i>	\$274,922	<i>Pima Prevention Partnership</i>
(4.1.5.) Housing		
Federal Agency	Award	Recipient
U. S. Dept. of Health and Human Services, Office of Community Planning and Development <i>Housing Opportunities for Persons with AIDS (HOPWA) 6/04</i>	\$945,443	<i>Pima County Community Services</i>
(4.1.6.) Transportation		
Federal Agency	Award	Recipient
Community Transportation Association of America <i>Tribal Passenger Transportation Technical Assistance Program 2/03</i>	\$25,000	<i>White Mountain Apache Tribe</i>

(4.1.7.) Health Services		
Federal Agency	Award	Recipient
**SAMHSA, CSAT Young Offender Reentry Program TI 04-002, CDA # 93.243 <i>Pima County Community Collaborative Responding to the Multi-faceted Needs of Juveniles (14-18 Years Old)</i> 6/04; 3 years	\$1,500,000	<i>Pima Prevention Partnership</i>
HHS, SAMHSA, CSAT Minority SAP & HIV Prevention Services CFDA # 93.243, RFA # TI03-005 <i>Soluciones Entre La Comunidad</i> 5/03; 5 years	\$1,347,160	<i>COPE Behavioral Services</i>
HHS, SAMHSA, CSAT GFI 03-005 CFDA # 93-243 Recovery Community Support Program II <i>Mesa Peer Recovery Project (MPRP)</i> 9/02; 3 years	\$946,791	<i>Women in New Recovery (WINR)</i>
HHS/SAMHSA Strategic Prevention Framework State Incentive Grant (SIG ) 6/04; 5 years	\$13,000,000	<i>Arizona Governor's Office for Children, Youth &amp; Families</i>
CFDA # 93.631, Department of Health and Human Services, Administration for Children and Families, Administration for Developmental Disabilities Projects of National Significance Priority Area 4-- 8/98; 3 years	\$300,000	<i>Pima Community College</i>
U.S. Dept. Of Health and Human Services, Indian Health Services Special Diabetes Program for Indians, CFDA # 93.442 <i>Heart Smart Living</i> 7/04; 4 years	\$1,599,724	<i>White Mountain Apache Tribe</i>
U.S. Dept. of Health and Human Services, HRSA Healthy Community Access Program (HCAP) <i>HealthCare Connect Project</i> 4/04; 3 years	\$2,325,951	<i>Mariposa Community Health Center</i>
U.S. Department of Health and Human Services, Health Resources & Services Administration Community Access Program CFDA No. 93.252 <i>Hedah Nizonii (Good Life Year 3)</i> 8/03	\$453,472	<i>White Mountain Apache Tribe</i>
HHS, SAMHSA, CSATPA 03-001 TCE, CFDA # 03-001 Targeted Capacity Expansion <i>Chagha She Binalwod (Strengthening Youth)</i> 9/02; 3 years	\$1,493,300	<i>White Mountain Apache Tribe</i>
HHS, Health Resources & Services Administration (HRSA) Community Access Program (CAP) CFDA # 903-252 <i>Hedah Nizonii (Good Life Year 2)</i> 7/02	\$647,865	<i>White Mountain Apache Tribe</i>

(4.1.7.) Health Services		
Federal Agency	Award	Recipient
U.S. Department of Health and Human Services, Health Facility Construction Program H2-018 <i>WMAT Health Facility Construction Program - Mobile Dental Unit 11/01</i>	\$348,835	<i>White Mountain Apache Tribe</i>
**U.S. Department of Health and Human Services, Health Resources & Services Administration Community Access Program CFDA No. 93.252 <i>Hedah Nizonii (Good Life Year 1) 05/01</i>	\$926,188 Year 1	<i>White Mountain Apache Tribe</i>
U.S. Dept. of Health & Human Services, Center For Substance Abuse Treatment, CDFA # 93230 <i>Pascua Yaqui Alcohol and Substance Abuse Program 4/00; 3 years</i>	\$1,500,000	<i>Pascua Yaqui Tribe of Southern Arizona</i>
HHS/SAMHSA Recovery Community Services Program <i>Our Common Welfare 2/04</i>	\$336,071	<i>Women in New Recovery (WINR)</i>
HHS/SAMHSA/CSAT Adopt/ Expand Effective Alcohol and Drug Abuse Treatment Effective Adolescent Treatment RFA TI03-007 <i>The Recovery Plus Project 5/03; 3 years</i>	\$750,000	<i>Pima Prevention Partnership</i>
HHS, SAMHSA, CSAT TRACK II Year 3 <i>Recovery Community Support Program (PWRD) 3/03</i>	\$275,000	<i>Pima Prevention Partnership</i>
HHS, SAMHSA, CSAT, Ecstasy, other Club Drugs, Methamphetamine and Inhalant Prevention Intervention Cooperative Agreement CFA SP 02-001 <i>Project XCT-Free 7/02</i>	\$350,000	<i>Pima Prevention Partnership</i>
HHS, Office of Minority Health Health Disparities in Minority Health, CFDA # 93-100 <i>Strengthening Apache Youth through Prevention 6/02; 2 years</i>	\$98,914	<i>White Mountain Apache Tribe</i>
HCH/CMHA Collaboration Project CMHA, HHS, SAMHSA/ CMHS & HRSA/BPHC, 93.243/ 93-151, <i>Integrated Health Care for the Homeless 6/02; 3 years</i>	\$597,243	<i>COPE Behavioral Health Services</i>
SAMHSA/ CSAT Targeted Capacity Expansion 01/02; 3 years	\$1,461,921	<i>Pima County Health Department, COPE Behavioral Health Services</i>
U.S. Dept. of Health and Human Services, Maternal and Child Health Bureau, Cooperative Agreements to Analyze & Address Racial, Ethnic & Geographic Disparities in Maternal & Child Health Outcomes , CFDA No. 93110AJ <i>"Eliminating Disparities" 02/01; 2 years</i>	\$116,964	<i>Pima County Health Department</i>

(4.1.7.) Health Services		
Federal Agency	Award	Recipient
CFDA # 93.237, Department of Health and Human Services, Special Diabetes Program for Indians 10/98; 5 years	\$2,500,000	Tohono O'odham Nation
CFDA # 93.230, Department of Health and Human Services, CSAT, Targeted Capacity Expansion Alcohol and Substance Abuse Prevention; 3 years	\$1,500,000	Tohono O'odham Nation
CFDA #93.933 Department of Health and Human Services, Indian Health Service, Tribal Elders Health Initiative 7/97; 5 years	\$1,000,000	Tohono O'odham Nation
U.S. Substance Abuse & Mental Health Services Administration, Center for Substance Abuse and Prevention (CSAP), The Community Prevention Coalitions Demonstration Grant Program <i>People With Disabilities Project</i> 1996; 3 years	\$2,699,768	Pima Prevention Partnership
Substance Abuse & Mental Health Services Administration – CSAT CFDA # 93-230 TI 01 003/ Track II Recovery Community Support Program (PWRD) 05/01; 3 years	\$825,000	Pima Prevention Partnership
(4.1.8.) Criminal Justice		
Federal Agency	Award	Recipient
U.S. Dept. of Justice, Office of Justice Program, Office of Juvenile and Delinquency Prevention-Tribal Youth Program CFDA # 16.731-Nohwi Chaghashe ( <i>For Our Children</i> ) 5/03; 3 years	\$1,499,820	White Mountain Apache Tribe
U.S. Dept. of Health and Human Services (HHS), SAMHSA, CMHS Youth Violence Prevention Grants Services for Justice-Involved Youth- CFDA # 93.243, SM 03-005, Group III <i>Children's Violence Intervention (VIP) Court</i> 1/03; 2 years	\$799,868	Pima Prevention Partnership
*OJJPD, State of Arizona Governor's Office, Title V – Incentive Grant for Local Delinquency Prevention, AD 000299 <i>Breaking the Cycle</i> 8/00; 3 years	\$434,528	Juvenile Services Coordinating Council
U.S. Department of Health and Human Services, SAMHSA, Coalitions for Prevention Grants - CFDA # 93-230 <i>V.I.P. Court</i> ; 7/2000; 3 years	\$1,051,648	Pima County Attorney's Office, Pima County Juvenile Court, Pima Prevention Partnership
VOCA--Arizona Department of Public Safety, FY 2000 Victims of Crime Act (VOCA) <i>Federal Fund Application</i> 3/00; 2 years	\$394,252	Yuma County Attorney's Office Victim Services Division
U.S. Department of Justice, Office Of Juvenile Justice & Delinquency Prevention - <i>Community Prosecution/South Tucson</i> 10/99	\$150,000	Pima County Attorney's Office

<b>(4.1.8.) Criminal Justice</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
*VOCA--Governor's Innovative Domestic Violence Prevention Grant Governor's Office for Children, Youth and Families, RFGA # ZZ980001 <i>The Empower Project</i> 8/03; 3 years	\$188,265	<i>Pima County Attorney's Office</i>
Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, Department of Justice Drug-Free Community Support Programs CFDA# 16.729 Family Advocacy Project 3/03; 3 years	\$1,500,000	<i>Pima Prevention Partnership</i>
<b>(4.1.9.) Community Development</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
U.S. Dept. of Health and Human Services (HHS), Office of Public Health and Science, Safe and Bright Futures for Children CFDA # 93.990 <i>Tucson Bright Futures</i> 9/04; 2 years	\$75,000	<i>Pima Prevention Partnership on Behalf of the Juvenile Service Coordinating Council</i>
HHS, Health Resources and Services Administration (HRSA), Office of Rural Health Policy - Rural Health Network Development Grant Program <i>Ndee Health Web</i> 1/03	\$199,947	<i>White Mountain Apache Tribe</i>
ONDCP/OJJDP, Drug Free Communities Support Program <i>Power of Prevention Project (POPP)</i> 3/02	\$100,000	<i>Compass HealthCare</i>
U.S. Department of Health and Human Services, Rural Development Network Program <i>Ndee Health Web</i> 10/01	\$199,997	<i>White Mountain Apache Tribe</i>
**U.S. Department of Justice National Institute of Corrections NIC #01K61, CFDA #16.602 FY 2001 Cooperative Agreement <i>Planning Award for Children of Prisoners</i> 08/01	\$99,905 for 18-months	<i>Juvenile Services Coordinating Council</i>
CFDA # 93.912B - U.S. Dept. of Health and Human Services, Rural Network Development Program <i>Rural Health Network Planning Grant</i> 10/02	\$124,993	<i>White Mountain Apache Tribe</i>
<b>(4.1.10.) Workforce Development</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
CFDA #84.234M Dept of Education, OSERS, RSA, Projects with Industry 4/97; 5 years	\$1,190,000	<i>Dot Kret &amp; Associates</i>
National Urban League 2004 Urban Youth Empowerment Program A Youth Career Preparation Initiative 10/04	\$499,332	<i>Tucson Urban League (TUL)</i>
**SAMHSA, Center for Substance Abuse Prevention YIW Grant TI 04-002, CDA # 93.243 <i>Working it Out - Substance Abuse Prevention for Employees 16-24 Years Old</i> 5/04; 2 year	\$300,000	<i>Pima Prevention Partnership</i>

<b>(4.1.10) Workforce Development</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
WIA--Pima County Community Services/Work Experience Combined with Educational and School Year Subsidized Work Experience 2/23/04	\$164,901	<i>Tucson Urban League</i>
*WIA--Pima County Workforce Investment Board Youth Council <i>Work Experience and Work-Readiness Training for Youth</i> 3/02	\$422,790	<i>Tucson Urban League</i>
*WIA--Pima County Workforce Investment Board Council <i>Adult/Dislocated Worker Program</i> 3/02	\$35,993	<i>Tucson Urban League</i>
*WIA--Pima County Community Services Department, Workforce Investment Act, Title I <i>Adult &amp; Dislocated Worker Program</i> 4/00	\$261,344	<i>Tucson Urban League</i>
*WIA--Pima County Community Services Department Workforce Investment Act Title I Youth Program <i>Tucson Urban League Works for Youth</i> 3/00	\$184,193	<i>Tucson Urban League</i>
U.S. Department of Education CFDA # 84.250, - Rehabilitation Services Administration, Vocational Rehabilitation for Tribal Organizations 6/98	\$318,000	<i>Tohono O'odham Nation</i>
<b>(4.1.11) Economic Development</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
**U.S. Dept. of Housing and Urban Development (HUD) Rural Housing Economic Development Program <i>Shiwoye Bigowa-Our Elder's Home</i> 5/04	\$150,000	<i>White Mountain Apache Tribe</i>
<b>(4.1.12) Environmental</b>		
<b>Federal Agency</b>	<b>Award</b>	<b>Recipient</b>
*Arizona Department of Environmental Quality Waste Reduction Assistance (WRA), RFP EV03-0001 <i>Technology Turnaround</i> 6/02	\$74,695	<i>Desert Waste Not Warehouse</i>

\*Federal grant initiatives coordinated by the State of Arizona.

\*\*Funded proposal available for review at [www.thepartnership.us/grant writing/services](http://www.thepartnership.us/grant%20writing/services).

*Please note: dates indicate date of proposal submission.*

## 5.3 METHOD OF PERFORMANCE

Since 1996, PPP has had 80 federal grant proposals funded by a wide variety of agencies to support its own programming, as well as new programs and initiatives of its customers. This number does not include the dozens of local, state and foundation proposals awarded to the Partnership and its customers since its inception in 1991.

### 5.3.1 Samples of Funded Projects

Excerpts from five (5) funded grants have been posted on the PPP website to illustrate the agency's versatility in writing successful proposals to a wide range of funding sources.

These examples may be viewed at [www.thepartnership.us/grant\\_writing/services](http://www.thepartnership.us/grant_writing/services). The proposals include:

1. *Planning Awards for Children of Prisoners*, US. Dept. of Justice, National Institute of Corrections, NIC No. 01K61, CFDA No. 16.602 (Submitted for the Juvenile Services Coordinating Council on August, 2001) (*documents attached – Narrative & Management Plan*)
2. *Shiboye Bigowa (Our Elders' Home)*, Rural Housing Economic Development Program, U.S. Dept. of Housing and Urban Development (HUD), CFDA No. 14.250 (Submitted on May 2004 for the White Mountain Apache Tribe) (*documents attached – HUD Capacity Narrative & HUD Logic Model*)
3. *Young Offender Reentry Program (YORP)*, Center for Substance Abuse Treatment (CSAT), TI 04-002, CFDA No. 93.243 (Submitted for the Pima Prevention Partnership on June 2004) (*documents attached Abstract and YORP Narrative*)
4. *Community Access Program*, U.S. Dept. of Health and Human Services, Health Resource and Services Administration. CFDA No. 93.252 (Submitted on May 2001) (*documents attached – Abstract, Narrative & Management Plan*)
5. *Youth Transition into the Workplace Grants*, Center for Substance Abuse Prevention (CSAP), SP 04-006, CFDA No. 93-243 (Submitted on May 2004) (*documents attached – Working It Out Abstract, Working It Out Narrative*)

### 5.3.2, 5.3.3 PPP's Method for Providing Grant Writing Services

***PPP uses a three-step approach to proposal development:***

1. Once contacted by the Procurement Office of the Arizona Department of Commerce, PPP will consult with the designated State Agency to conduct an initial assessment of the scope of work. Activities include a review and analysis of the RFP and other relevant descriptions of the requirements,

2. PPP will conduct an internal review of the RFP and provide a written estimate of hours needed to complete the request for grant writing services, to be forwarded to the State Agency; and
3. When a purchase order is received, PPP will work in cooperation with the program staff of the agency in completing the agreed-upon tasks, using a mutually agreed-upon timetable for activities such as first draft generations, revisions, gathering of letters of commitment from other departments or project partners, among others.

### *Developing High-Scoring Grant Proposals*

Once an appropriate funding opportunity has been identified and approved by the requesting agency, PPP will undertake the following steps in preparing the grant application:

- 1) Assigning the Grant Writing Team –In addition to PPP’s team of core grant writers, various professionals from the agency may be called on to provide specialized writing, editing and research expertise in response to the particular RFP.
- 2) Reviewing the Grant Requirements - PPP’s continued success in obtaining funding is achieved by careful attention to the requirements of each application. The agency has extensive experience in responding to grants from most federal agencies and knows how to specifically respond within the guidelines provided by each funding source. ***PPP has never missed a deadline or had a Federal proposal returned without review.*** With increasing competition for funding, the requirements have become increasingly strict. Therefore, staff will pay close attention to regulations related to:
  - page limits;
  - spacing;
  - margins;
  - budget requirements;
  - timely submission;
  - any online application requirements,
  - adhering to order in answering selection criteria;
  - meeting absolute priorities in competitions; and
  - other requirements that can cause a proposal to be returned without review.
- 3) Outlining a Timeline and Task List- At the start of a project, PPP staff will work with the customer to develop a project timeline and task list to ensure the application is satisfactorily completed. Staff will coordinate regular team and collaborator meetings to review progress and ensure that all deadlines are satisfactorily met.
- 4) Designing the Program – Program design may require moderate or extensive involvement by PPP. Staff members can work with State Agency professionals to complete a logic model outlining anticipated program outcomes, goals and objectives, and activities and



strategies. This will ensure the program design meets the identified needs of the agency and the proposal requirements.

- 5) Conducting Literature Review – PPP staff will conduct literature searches, if necessary, to identify research findings, best practices and/or ideas for innovation, policy trends and other planning-related information. This may only be used as background for grant development, or may be formatted by PPP staff as a Literature Citation Section in the proposal.
- 6) Developing a Preliminary Abstract and Budget – A draft abstract will be written for the client outlining the key elements of the grant proposal. Additionally, a draft budget will be prepared as one of the first steps that relates to tentative program goals and objectives. Analysis of the tentative budget will indicate how much and what kind of program can be developed within the limits of the allowed budget. PPP grant writing staff will work with agency professionals to outline a preliminary budget for the proposal. Once the budget is approved, PPP will develop a budget narrative to accompany the line item budget identifying key staff, equipment, supplies, transportation needs and professional services. PPP uses EXCEL software to develop program budgets. It relies on its Chief Financial Officer to guide the grant development staff in submitting budget responses prescribed by local, state and federal guidelines and offers its staff expertise to guide customers in electronic ‘draw-down’ and fiscal reporting procedures on an as-needed basis.
- 7) Conducting Research -- PPP staff will research and collect any demographic, socio-economic or related program data necessary to meet the funding requirements, Staff uses library research and Internet searches of public and private non-profit clearinghouses and information sources. All data will be appropriately sourced in the proposal narrative.
- 8) Preparing the Project Narrative -- PPP staff can prepare the project narrative, management plan, evaluation plan and personnel information, depending on the agency’s needs. All narrative will be prepared with enough time allotted for three to five major revisions by the client agency. Documents can be transferred electronically via Email and/or Fax, depending on the client’s needs.
- 9) Collecting the Supporting Documents – PPP staff can assist agency staff in writing and/or collecting resumes, support letters, maps and other appropriate reference documents for the proposal. This may also include writing Memoranda of Agreements, contracts or resolutions. All documents will be carefully reviewed and made ready for placement in the grant proposal.
- 10) Securing approval on grant application documents - All of PPP’s grant writing products are developed with computerized design and formatting tools and presented to customers in draft or final form on disk and hard copy. PPP will ensure that all work performed will be submitted to the Project Manager for review and approval before a final submittal to the agency. PPP will complete final task assignments within 3 days after the agency revisions and approval and will submit the final product to the agency at least three days before submittal deadline.

### *Identification of Funding Opportunities*

If PPP is asked by a state agency to search for funding opportunities, staff will scan all available resources to identify funding opportunities that best meet the identified needs. Staff members perform daily reviews of the *Federal Register* and Notices of Grant Availability, and routinely search private foundation databases, including the *Arizona Guide to Giving*, and the *Foundation Directory Online*. PPP can also provide a **weekly electronic report** of any new opportunities that may be of interest to agency (ies) staff. Daily and weekly funding source review includes:

- *Federal Grants and Contracts Weekly*
- *U.S. Government Daily Federal Register*
- *CADCA Funding Alerts*
- *Foundation Directory*
- *Relevant Federal Internet Sources with Weekly/Daily Alerts or Annual Snapshots* (e.g. DOJ, SAMSHA, Commerce, Department of Education)
- *Join Together Website* (a free, daily national funding alert that also provides information about public/private funding trends in the criminal justice arena)
- *Grants.gov*
- *Grantstation*
- *Federal Assistance Monitor*

### *Matching Funding Opportunities to Customer Needs*

When RFP's warrant closer reviews, PPP will research the RFP and develop a concept paper outlining the RFP requirements and potential benefits to the client agency. When an RFP is considered by any State Agency, the full Notice or the RFP is analyzed for 1) Intent; 2) Feasibility; 3) Potential benefit to the organization(s) and to the community; and 4) Match with organizational need and purpose of the RFP.

#### **5.3.4. Cultural Competence**

Over its 13 year history as a community development organization and provider of technical planning and grant writing services, PPP has demonstrated a history of cultural competence in service provision to minority and other diverse cultural groups and individuals including Native Americans, African-Americans, Mexican-Americans, youth and adults with physical and cognitive disabilities, and people in recovery from substance abuse.

PPP's approach and philosophy to cultural competence is consistent with the community-building mission of the organization to understand and respond effectively to the cultural and linguistic needs of all participants and clients. PPP is committed to cultural competence by building staff capacity to: 1) value diversity, 2) conduct self-assessment, 3) manage the dynamics

of difference, 4) acquire and institutionalize cultural knowledge, and 5) adapt to the diversity and cultural contexts if individuals and communities served.

A central assumption that guides PPP includes the belief that cultural competence is a developmental process at both the individual and organizational levels, but that with appropriate support, individuals can enhance their cultural awareness, knowledge and skills. Thus, cultural competence at the PPP is demonstrated by the integration of multicultural knowledge about individuals and groups into specific standards, policies, practices, and attitudes. When these practices and policies are used in diverse cultural settings, the result is better quality services and better outcomes.

Cultural competence is ensured by PPP by systematically providing for: 1) regular staff training in cultural diversity throughout the year, using the U.S. Office of Minority Health-funded program: Building Bridges – Tools for Developing an Organization’s Cultural Competence; 2) employment of both English and Spanish language speaking staff, people with disabilities, and multicultural, multiethnic citizens; and 3) as needed, production of all communications and materials in English and Spanish, Braille, or other alternative formats. All PPP offices and facilities are accessible and meet American with Disabilities Act standards.

Mandatory training includes, at minimum, topics including the needs, values, and lifestyles of different races, ethnic groups, ages, gender, sexual orientations, disabilities, group identities, stereotypes, individual/social behaviors, and family relations. Training in communication skills includes understanding of both verbal and non-verbal cues among different cultural groups. Training attendance is mandatory and is documented in the employee’s Human Resources file.

In addition to mandatory staff training in cultural diversity throughout the year, the PPP fosters diversity in the workplace through its hiring practices and board nominating processes. Both the PPP Board and staff, represent all major ethnic communities of Pima County, including Hispanic, African American, Native American, Asian, people with non-traditional sexual orientations, and people in recovery. PPP also employs staff with visible/hidden disabilities. Many of the staff members are bilingual (English/Spanish/Yaqui?), and able to relate to many types of cultures. Staff has in-depth experience in working with Native Americans and Hispanics on substance abuse and HIV/AIDS issues in the gay and lesbian community.

Please note that all three (3) work references cited in this application represent multi-cultural institutions, including:

**Women in New Recovery** (*low-income, ex-inmates, women in recovery*);  
**Tucson Urban League** (*low income, African American-serving organization*); and  
**White Mountain Apache Tribe** (*sovereign Indian nation located in central Arizona*).

Samples of funded proposals can be found on the PPP website [www.thepartnership.us/grant-writing/services](http://www.thepartnership.us/grant-writing/services).